

# WORK PROGRAM

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## INTRODUCTION

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The Work Program was developed in a 9-month process that involved every person in our department and many in other City departments. Chapters that reflect our department organizational structure organize the Work Program. The Work Program Items in each Chapter represent the various projects and programs our department has been assigned, either by legal mandate or City Council or Manager direction. The Work Program reflects the City Council policies and priorities in the Strategic Plan.

The Work Program is an administrative and management tool in that we will use it to schedule our staff and resources using this document and the summary Chart of Tasks. We use the Chart of Tasks at our interdepartmental and internal management meetings to report on progress and status of various assignments. We will also use the document in our budget process and for quarterly reporting to the City Manager's office. The intent of this type of management tool is to allow us to be responsive to new assignments while factoring in the consequences on on-going assignments readily and efficiently. It also allows us to track and celebrate accomplishments.

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*Planning & Building  
Department*

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# WORK PROGRAM

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2006-2010

## DEPARTMENT ADMINISTRATION

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### PURPOSE

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Provide administration and support to the Planning and Building Department and maintain department-wide systems. This section supports 100 employees and between 50 to 100 volunteers. Perform the roles of Director of Planning and Building and Building Official for the City of Chula Vista, pursuant to state and local statutes.

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### CURRENT MAJOR PROJECTS/PROGRAMS

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## WORK PROGRAM ITEM D1

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### Program or Project Title: Physical Space Planning for Civic Center Remodel

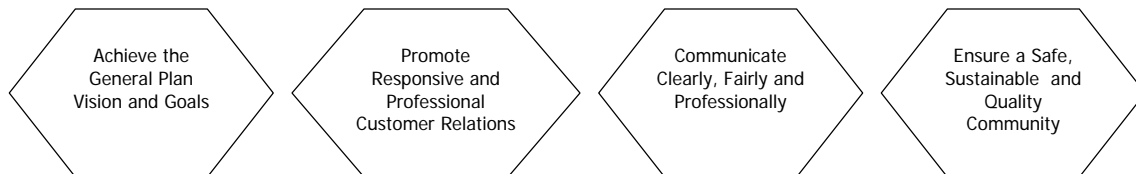
#### Scope of Service:

Our Department is located in four different facilities. Most of the staff has been temporarily relocated at least once in the past year to accommodate the civic center remodel. Our administration staff coordinates with General Services and assists with every move. There are two major moves scheduled in the upcoming years. At that point we will be settled in permanent facilities. For the moves, we ensure space needs for our staff and public service functions and process all construction, repair and furniture requests.

#### Council Strategic Themes:



#### Department Strategic Goals:



#### Metrics for Success:

- Complete all temporary and permanent office relocations within the General Services Department schedule for the Civic Center Remodel

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## WORK PROGRAM ITEM D2

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### Program or Project Title: Expansion of Public Information Services

#### Scope of Service:

Our Department publishes a quarterly newsletter, maintains a Website supporting customer service activities related to obtaining permits and entitlements as well as the agendas, actions and minutes of the land use Committees and Commissions. We also provide staff training on a regular basis in the Planner's Workshop and a community education series of "Brownbag Lunches." All these programs will be maintained and enhanced in the coming years, particularly with additional opportunities for public feedback.

#### Council Strategic Themes:



#### Department Strategic Goals:

Communicate Clearly, Fairly, and Professionally

#### Metrics for Success:

- Publish and distribute a newsletter each quarter
- Conduct a "Brownbag Session" each quarter
- Expand the e-newsletter distribution by 100% each year

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## WORK PROGRAM ITEM D3

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### Program or Project Title: Local and State Legislation and Code Adoption

#### Scope of Service:

Our Department has taken and will continue in a leadership role in the legislative process that adopts the State Building and Fire Codes. We will also participate through our professional associations (APA and the League) and partners in the building and construction industry to influence planning and environmental legislation and practice. We coordinate our efforts through the City Manager's Office. We are responsible for assuring that our local ordinances reflect recent modifications at the State level on an annual schedule.

#### Council Strategic Themes:



#### Department Strategic Goals:

Ensure a Safe, Sustainable and Quality Community

#### Metrics for Success:

- Respond to legislation that has significant positive or negative an impact on our City within the State legislative calendar timelines in coordination with the City Manager's office
- Bring all local ordinances, codes and practices into compliance with State laws within mandatory timelines in coordination with City Attorney's office

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## WORK PROGRAM ITEM D4

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### Program or Project Title: Update of Master Fee Schedule

#### Scope of Service:

Chula Vista recovers over 90% of the cost to run the Department on an average annual basis. We do this through permit and entitlement fees. This is a higher recovery rate than any other City in the County, yet we keep our fee schedule competitive with other cities. This attests to our efficiency as a permit-processing agency. We strive to maintain the 100% cost recovery goal to the maximum extent allowed by law using a consultant to assist us in keeping our fee schedule up to date. We constantly look for methods of externalizing costs, to the extent Council policy and the law allows us to pass-through processing costs to those developing in Chula Vista. In so doing, we commit to delivering exceptional service and to reducing development carrying costs by streamlining our processes.

#### Council Strategic Themes:



#### Department Strategic Goals:

Achieve the General Plan Vision and Goals

#### Metrics for Success:

- Adopt a new fee schedule by December 2006

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## WORK PROGRAM ITEM D5

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### **Program or Project Title: Energy Efficient Community Development Research**

#### **Scope of Service:**

Furthering Chula Vista's historical commitment to promoting the need for sustainable development, we are working closely with world-renowned technical experts to create a set of best management practices that not only result in significant opportunities for long-term energy conservation, but also explore the full range of factors that contribute to sustainable development. Working primarily with the Gas Technology Institute (GTI), our staff will continue to provide real world data to incorporate into models that can be used to guide future smart growth development in Chula Vista and elsewhere in the world.

#### **Council Strategic Themes:**



#### **Department Strategic Goals:**

Ensure a Safe, Sustainable, and Quality Community

#### **Metrics for Success:**

- Completion of GTI's preliminary draft Plan of recommendations for achieving a sustainable community by spring 2007.
- Hosted workshops with local development industry representatives to promote recommendations from Plan by fall 2007.
- Voluntary adoption of Plan's major recommendations for at least 25% of residential construction under permit by fall 2008.



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## WORK PROGRAM ITEM D6

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### **Program or Project Title: Urban Wildlife Interface Code Implementation**

#### **Scope of Service:**

Due to a unique combination of climatic conditions and vegetation growth patterns, portions of Chula Vista are considered highly susceptible to the potential for disastrous wildfires. We are working closely with an outside consultant (Dudek and Assoc.) and with the State Fire Marshal's office to prepare a comprehensive plan to implement measures designed to reduce the potential threat from fires that may occur along the boundary between our wildlands and adjacent urban environment. This program will focus on increasing the ignition resistance of structures that are built in these interface areas. Additionally, new standards will also be adopted to reduce the level of fuel loading in the immediately adjacent wildland areas by implementing a highly controlled brush management program. The program will balance the needs of reducing fire exposure with the equally important desire to maintain valuable open space for habitat preservation in the MSCP managed areas.

#### **Council Strategic Themes:**



#### **Department Strategic Goals:**

Ensure a Safe, Sustainable, and Quality Community

#### **Metrics for Success:**

- Adoption of updated version of Urban Wildland Interface Code by spring of '07.
- Obtain grant funding for defensible space creation and maintenance program by fall of '07.

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## WORK PROGRAM ITEM D7

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### **Program or Project Title: Automation Work Program, Data Base Management and Technical Services**

#### **Scope of Service:**

In coordination with other Departments, we will continue to coordinate citywide technical services, Land Use Inventory and Permits Plus database, and maintain Velocity Hall Internet permitting. We will implement Accela Wireless, Accela GIS, and Accela ERS Modules. We will coordinate the enhancement of Permits Plus for planning entitlement processing and continue to support interdepartmental and public automation, data and technical service needs. A more detailed Automation Work Program is contained in Appendix B.

#### **Council Strategic Themes:**



#### **Department Strategic Goals:**

Promote Responsive and Professional Customer Relations

#### **Metrics for Success:**

Refer to Appendix B

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## WORK PROGRAM ITEM D8

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### Program or Project Title: Department Management and Operations

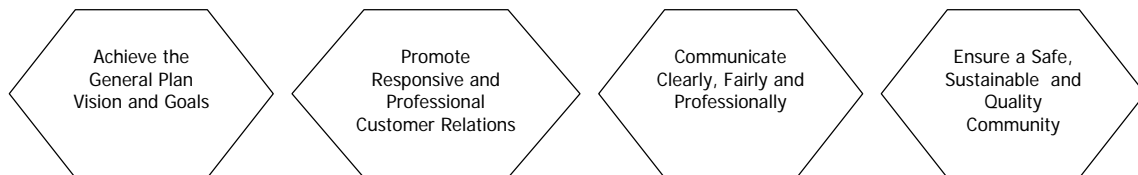
#### Scope of Service:

Our Director, reporting to the City Manager, is responsible for supervision and oversight of the department, including long-range and current planning, building and code enforcement. Our Director is also the decision maker for the City on certain administrative permits and approvals and is responsible for recommendations to the Planning Commission on all planning matters. He is responsible for administering all the state and local planning statutes for the City. Our Assistant Director, Building Official, handles all functions specified in the Uniform Building Code and Municipal Code for his position. Our Department Administration provides overall administrative guidance and support to operations and maintains department wide systems, including technology, contract and program management, purchasing, and financial and budget accounting. Our Department is comprised of approximately 100 employees and between 50 to 100 volunteers.

#### Council Strategic Themes:



#### Department Strategic Goals:



#### Metrics for Success:

All

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## WORK PROGRAM ITEM D9

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### Program or Project Title: Strategic Plan

#### Scope of Service:

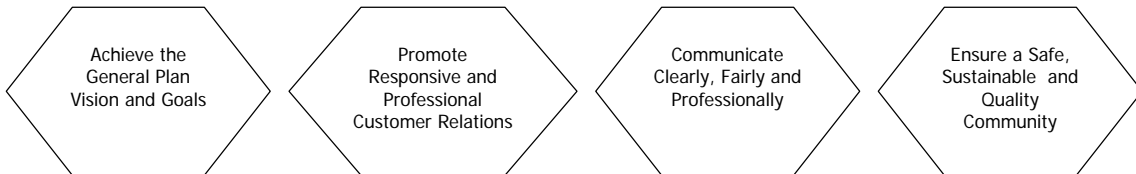
The Strategic Plan is distinguished from the Work Program in that it is intended to communicate and reach alignment of purpose interdepartmentally and with the Policymakers. It tracks accomplishments and performance in an integrated manner, regardless of organizational structure. While it was originally conceived as an illustrative tool intended for a broader audience than ourselves, it served to cause us to “reflect, rethink, reorganize, refocus and refine” our department and work program.

The Strategic Plan was developed internally, without the aid of consultants. We used the process and product of Community Development Department as our model and their staff assisted us in our effort. We also relied on the Human Relations department to assist us, particularly in the consensus building process to define our “Wildly Important Goals.”

#### Council Strategic Themes:



#### Department Strategic Goals:



#### Metrics for Success:

All

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## WORK PROGRAM ITEM D10

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### Program or Project Title: Work Program

### Scope of Service:

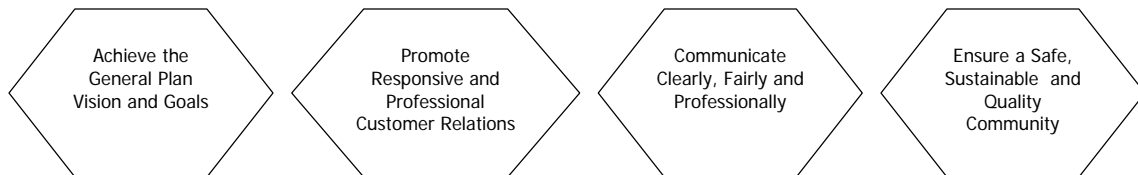
The Work Program is a document we designed to set priorities and assign resources and budget to meet community needs as directed by the City Council through the City Manager. It allows our Department to accomplish what we are legally mandated to do while remaining focused on what is most important to our City Manager and Policymakers. The Work Program allows us to track progress and performance. It allows us to be responsive to new assignments. It is primarily an internal document, although it is available to the interested public and policy makers.

We use the Work Program “Chart of Tasks” at our management meetings to report to the Director and for regular reporting to the City Manager and Council, especially in coordination with quarterly evaluations and the budget process.

### Council Strategic Themes:



### Department Strategic Goals:



### Metrics for Success:

All

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## WORK PROGRAM ITEM D11

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### Program or Project Title: Records Management and Automation

#### Scope of Service:

Every year we transfer a portion of our archived property files to automated format, but we continue to have a backlog of files that are in hardcopy and cumbersome for the public to retrieve. We would like to accelerate the program to transfer all files to automated format so that we can make our permit processing more efficient and reduce our cycle times on standard entitlements. Bringing this information forward earlier in the process reduces risks to those making private investment in Chula Vista.

We do not have budgeted funds to accelerate this program, but hope to obtain a grant or other funding source to accomplish this goal. On an ongoing basis we prepare, follow and update department records according to the records management plan. We administer vendor contracts for digitization of records, import, quality check and index digitized files. We process records for destruction according to the records retention schedule of the City. We consolidate and classify department subject files and respond to all public records act requests and inquiries.

#### Council Strategic Themes:



#### Department Strategic Goals:

Promote Responsive and Professional Customer Relations

#### Metrics for Success:

- Obtain grant or other funding to convert all property records to automated format by the end of 2007.

## WORK PROGRAM ITEM D12

### Program or Project Title: Grant Administration

### Scope of Service:

Each year our Department looks for ways to leverage our budget with funds and efforts of other agencies to the benefit of our Chula Vista and regional community. We generally have several million in funding and currently have several programs underway through grants including one from Habitat Preserve Land and Prepara for \$227,666 and one for Transportation Demand Management for \$414,325 with San Diego Association of Governments (SANDAG) and Air Pollution Control District (APCD). We recently received a \$2 Million Smart Growth grant from SANDAG for the Palomar Gateway Project. The project will: 1) Provide a suitably attractive gateway to the city by beautifying Palomar Street with landscaped medians, treed sidewalks, and enhanced intersections between Frontage Road and the transit station; 2) Encourage the use of public transit; 3) Promote foot traffic; 4) Encourage bicycle use by adding bike lanes; 5) Attract a superior quality of high- density housing development; 5) Enhance connectivity between all modes of transportation serving the Palomar District.

### Council Strategic Themes:



### Department Strategic Goals:

Achieve the General Plan Vision and Goals

### Metrics for Success:

- Administer all grants within scope and timeline agreements with our funding partners.

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## WORK PROGRAM ITEM D13

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### **Program or Project Title: Staff Support To Boards and Commissions**

#### **Scope of Service:**

Our Department supports some 50 to 100 volunteers. These volunteers serve on the five standing Commissions and Committees appointed by the City Council to make land use decisions and recommendations and on ad hoc committees, also appointed by City Council. We provide these volunteers with orientation, public rosters, technical support, packets and agendas, facilities, minutes, and scheduling for their meetings. All these activities are subject to the Brown Act and must meet open meeting and public information act legal requirements. We further support the volunteers with technical recommendations and referrals whenever they need our support.

#### **Council Strategic Themes:**



#### **Department Strategic Goals:**

Communicate Clearly, Fairly and Professionally

#### **Metrics for Success:**

Ongoing.



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## WORK PROGRAM ITEM D14

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### Program or Project Title: Financial Management (Budget, Payroll and Accounting)

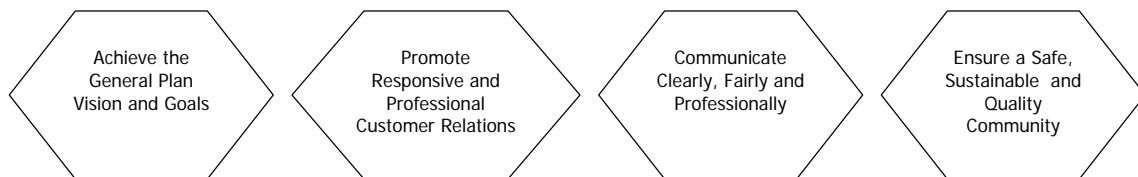
#### Scope of Service:

We practice fiscal accountability by proposing a two-year budget to the City Manager and Budget Office and we meet the budget objectives in those areas where we have control. We initiate, track and pay against all purchase orders in the department. We process all direct payments against developer deposit accounts and keep staff time spent on cost recovery work. We maintain vendor contract files and insurance endorsements and certificates. We procure and collect revenue and track our budget conscientiously.

#### Council Strategic Themes:



#### Department Strategic Goals:



#### Metrics for Success:

All

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**WORK PROGRAM ITEM D15**

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**Program or Project Title: Emergency Preparedness Program****Scope of Service:**

We have been assigned several major roles in disaster response and preparedness. The roles include coordinating all Planning and Intelligence functions in the Emergency Operations Center, conducting citywide post-disaster safety assessment inspections and managing the overall Disaster Recovery Plan. Staff periodically attends off-site and City sponsored disaster preparedness training classes and actively participates in emergency drills at the regional, city and departmental level. Most staff in the Building Division have been certified as State Disaster Services Workers (ATC -20) and a large number of Department staff have also been certified through the Community Emergency Response Team (CERT) Program. Many of the ongoing Department programs directly contribute to implementing the objectives established in the City adopted All Hazard Mitigation Plan. Preparation and implementation of this Plan is a mandatory requirement to qualify for future reimbursement of disaster related costs from FEMA.

**Council Strategic Themes:****Department Strategic Goals:**

Achieve General Plan Vision and Goals, Ensure a Safe, Sustainable and Quality Community

**Metrics for Success:**

- Have at least one full shift of emergency operations center response staff trained on their assigned duties by Spring '07
- Identify and obtain all necessary equipment to fully activate the Planning and Intelligence Section of both the primary and back-up Emergency Operations Center by Spring '07
- Convene a community-based task force to begin the development of a set of post-disaster recovery policies by Spring '07
- Provide County with quarterly updates of the implementation of the Departments components of the All Hazards Mitigation Plan

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## WORK PROGRAM ITEM D16

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### Program or Project Title: Citywide Environmental Service Support

#### Scope of Service:

We will continue to support the City and all Departments by providing environmental evaluation and permits according to state and national statutes and requirements. All capital projects and maintenance work that requires such support are evaluated under this program. Projects anticipated to require this support in the coming years include:

- I-805/Main Street Interchange
- Master Desilt Agreement and Memorandum of Understanding
- Rancho del Rey Erosion study and Improvements
- Outside Agency Review, CEQA and NEPA documents
- Future Fire Stations
- Future Parks
- Environmental Clearance for City Owned Real Estate

#### Council Strategic Themes:



#### Department Strategic Goals:

Ensure a Safe, Sustainable and Quality Community

#### Metrics for Success:

Ongoing

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**WORK PROGRAM ITEM D17**

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**Program or Project Title: Implementation of New Automation Strategies****Scope of Service:**

Since 1991, our Building Division has led the way in exploring new ways of achieving greater efficiency and enhanced customer service through the use of automation. The use of our Permits Plus software program has steadily expanded to include operations now conducted in many other departments. Our Planning Division, in particular, has made significant strides in automating several of their permit processing functions within the last year. Our Department is currently implementing automation projects that will fully integrate our permit data with the City's GIS system and benefit other departments and our applicants. This will pave the way for even greater opportunities for the public to access valuable Department generated information in the future. We are outfitting all public inspection and code enforcement vehicles with wireless mobile data terminals that will provide real-time access to critical information and thereby further extend the amount of usable time they can spend performing their duties in the field. The new feature will also greatly expand our capabilities to quickly and effectively perform post-disaster safety assessment inspections.

Our Advanced Planning staff provides information services to the City, regional agencies and the general public in the areas of land use information, demographics, geographic and spatial analysis, and socioeconomic analysis. To do so efficiently and cost effectively, we will maintain our database and technical capabilities according to leading industry standards.

**Council Strategic Themes:****Department Strategic Goals:**

Promote Responsive and Professional Customer Relations

**Metrics for Success:**

- Implement program to integrate GIS into Permits Plus by Summer of '06.
- Increase building inspector and code enforcement officer in-field service time at least 15% by spring of '07.
- Have all field staff fully trained and actively using wireless post-disaster emergency response software program during full-scale disaster drill by summer of '07.

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## WORK PROGRAM ITEM D18

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### Program or Project Title: Public Notices and Translations

#### Scope of Service:

We are required by the Brown Act and procedural due process to provide notice of our Commission, Committee, Council hearings/meetings, and some Administrative decisions. Legislative acts, such as zoning and the General Plan, also have specific noticing requirements. The California Environmental Quality Act requires another set of noticing requirements. The purpose of these notices is not merely to go through the motions, but to offer affected parties meaningful opportunity to testify and rebut evidence and testimony to serve as the basis of our land use decisions.

We provide all these notices and many that go above and beyond minimum requirements to the public in both English and Spanish in order to effectively reach our community members.

#### Council Strategic Themes:



#### Department Strategic Goals:

Promote Responsive and Professional Customer Relations

#### Metrics for Success:

Ongoing.